

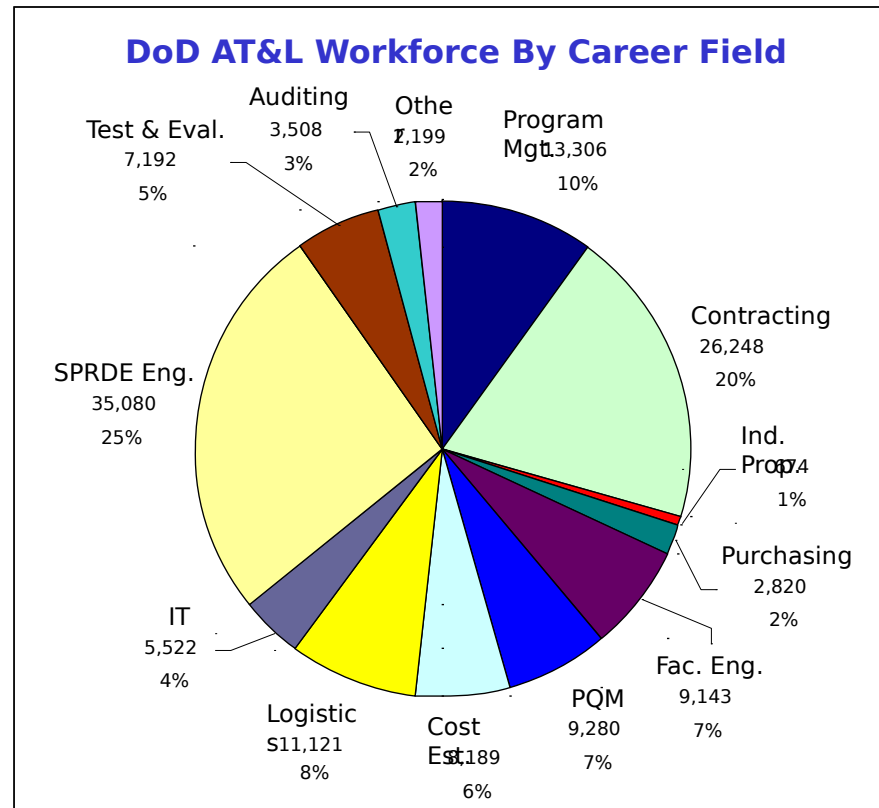


# **DoD AT&L Workforce and the Defense Acquisition Workforce Improvement Act**

# DoD AT&L Workforce

## DoD AT&L Goal # 1:

High-Performing,  
Agile, Ethical  
Workforce



SOURCE: Refined Packard Data Extract run 30 September  
2004

**DoD AT&L Total Workforce =  
134,539**

# Defense Acquisition Workforce Improvement Act

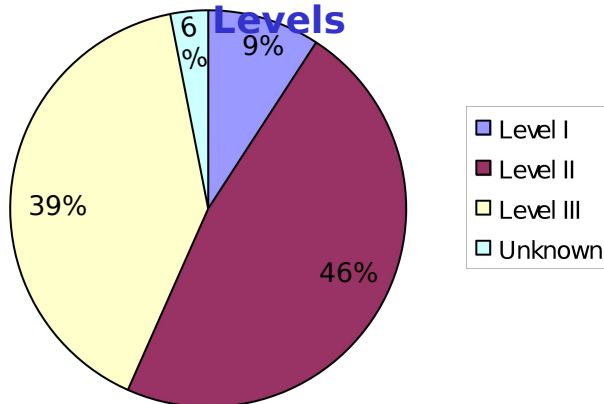
- In 1990 Congress adopted the Defense Acquisition Workforce Improvement Act (DAWIA)
  - Created the legal foundation for the central management, planning, and development of today's DoD Acquisition, Technology and Logistics (AT&L) workforce
- The purpose of DAWIA is to improve the quality and effectiveness of DoD's acquisition process by enhancing the capabilities of the AT&L workforce
- DAWIA outlines general authorities and responsibilities of the Under Secretary of Defense for AT&L (USD(AT&L))
- Established Career Field certification requirements
  - 13 Functional Career Paths
  - Three Certification Levels - based on Education, Experience, and Training

| Program Management  |   |
|---|---|
| <p><small>The standards standards published in this Catalog are effective 1 October 2005. Changes and updates to these standards are posted on the DAWIA website at <a href="http://www.dau.mil/catalog">http://www.dau.mil/catalog</a>. For more information on the standards and resources, visit the website at <a href="http://www.dau.mil/catalog">http://www.dau.mil/catalog</a>.</small></p> <p><b>A</b>quisition professionals in the Program Management career field are concerned with all of the functions of a Program Management Office (PMO) or a Program Executive Office (PEO). Program management professionals serve in a wide range of PMO and PEO positions, including Program Integrators and Analysts, Program Managers, Program Executive Officers, and their deputies. They may also serve in a number of support and management positions throughout the workforce. The fundamental responsibilities of the Program Manager are to balance the</p> |   |
| <p>many factors that influence cost, schedule, and performance; to interpret and tailor application of the DoD 5000 series regulations; and to ensure that high-quality, affordable, supportable, and effective defense systems are delivered to the warfighter as quickly as possible.</p> <p>Program Managers and Deputy Program Managers of major programs (ACAT I/II/III) must also complete PMT 401 and PMT 402 to meet additional statutory or regulatory requirements.</p>   |   |
| <p><b>Level I</b></p> <p><b>EDUCATION</b></p> <p>(Desired) baccalaureate degree, preferably with a major in engineering, systems management, or business administration</p> <p><b>EXPERIENCE</b></p> <p>1 year of acquisition experience</p> <p><b>TRAINING</b></p> <p>ACQ 101 Fundamentals of Systems Acquisition Management [BUS]</p> <p>(Desired) ACQ 201 (Parts A &amp; B) Intermediate Systems Acquisition [JH] &amp; [HK]</p> <p>(Desired) One DAW Level 100 course in another functional area</p>  | <p><b>Level III</b></p> <p><b>EDUCATION</b></p> <p>(Desired) Meet one of the following criteria:</p> <ul style="list-style-type: none"> <li>At least 24 semester hours from among accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management (DANTES or CLEP equivalency exams may be substituted)</li> <li>At least 24 semester hours in the individual's career field and 12 semester credit hours in the disciplines listed above</li> </ul> <p>(Desired) master's degree in engineering, systems acquisition management, business administration, or a related field</p> <p><b>EXPERIENCE</b></p> <p>4 years of acquisition experience</p> <p>At least 2 years of this experience must be in a program office or similar organization (dedicated matrix support to a PM or PEO, DCMA Program Integrator, or Supervisor of Shipbuilding)</p> <p>At least 1 year of this experience must be in a program management position with cost, schedule, and performance responsibilities</p> <p>(Desired) 2 additional years of acquisition experience</p> <p><b>TRAINING</b></p> <p>PMT 352 (Parts A &amp; B) Program Management Office Course [BZH &amp; BZJ]</p> |
| <p><b>Level II</b></p> <p><b>EDUCATION</b></p> <p>(Desired) master's degree, preferably with a major in engineering, systems management, business administration, or a related field</p> <p><b>EXPERIENCE</b></p> <p>2 years of acquisition experience; at least 1 year of this experience must be in program management</p> <p>(Desired) An additional 2 years of acquisition experience, preferably in a systems program office or similar organization</p> <p><b>TRAINING</b></p> <p>ACQ 201 (Parts A &amp; B) Intermediate Systems Acquisition [JH] &amp; [HK]</p> <p>PMT 250 Program Management Tools [FGM]</p> <p>(Desired) One DAW Level 100 course in another functional area</p> <p>(Desired) Intermediate-level management and leadership training</p> <p><small>(Desired) possibility DAW See participating supervisor(s)</small></p>  |   |

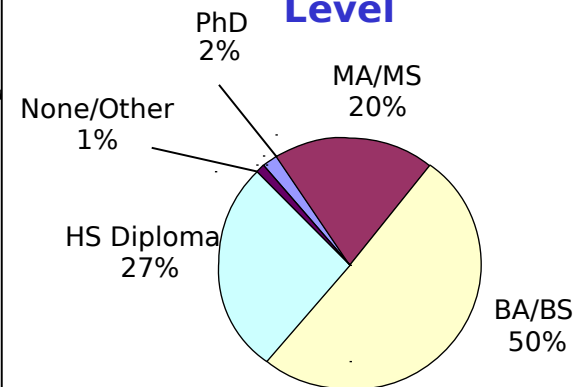
# Professional Workforce

- The DoD AT&L workforce is highly professionalized and has one of the most comprehensive frameworks for career development in the federal sector
  - Over 70% of the civilian and 84% of the military acquisition workforce have bachelor's degree or higher
  - Approximately 39 percent of all master's degrees and PhDs earned by civilians are in the Systems Engineering career field
  - Approximately 9% of the workforce has a level I certification, 46% has level II and 39% has level III

**AT&L Workforce Certification Levels**



**DoD AT&L Civilian Education Level**



# FY04 NDAA DAWIA II Congressional Intent

As part of the National Defense Authorization Act for FY 2004, Congress amended the 1990 DAWIA legislation with new language, known as DAWIA II

**House Conference Report (108-354, page 725)(for HR1588)**

*Subtitle C—defense acquisition and support workforce (secs. 831–836)*

The Senate amendment contained a provision (sec. 841) that would amend the Defense Acquisition Workforce Improvement Act (DAWIA) to give the Secretary of Defense greater flexibility in managing the acquisition and support workforce. Specifically, the provision would give the Secretary the flexibility to establish different experience, educational, and tenure requirements for acquisition positions; require the establishment of a single acquisition corps; and streamline obsolete and outdated provisions of DAWIA.

The House bill contained no similar provision.

The House recedes with an amendment to split the provision into several sections.

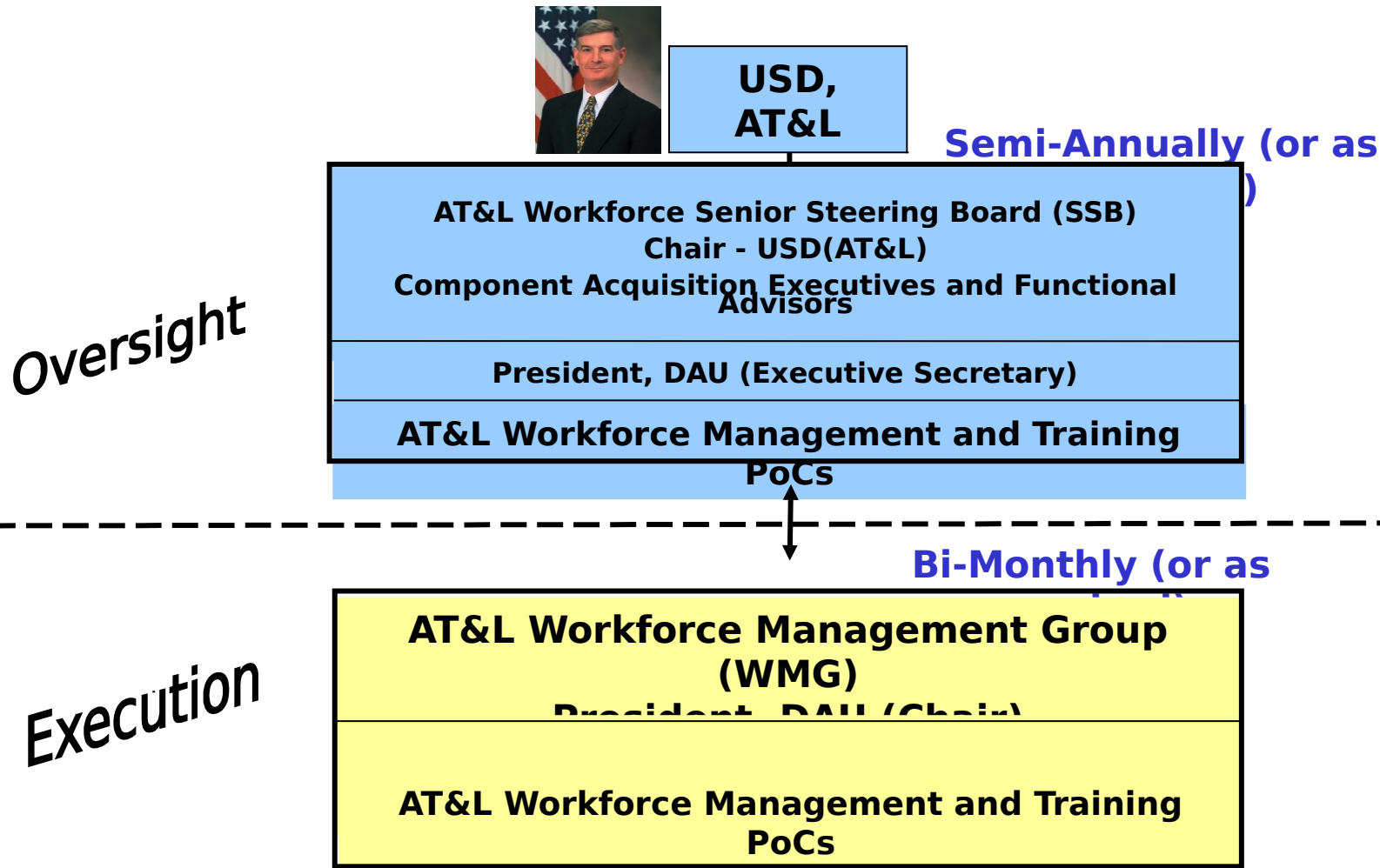
**Greater Management Flexibility**

**Flexibility** to establish different experience, educational, and tenure requirements for acquisition positions

**Establish a single acquisition corps**

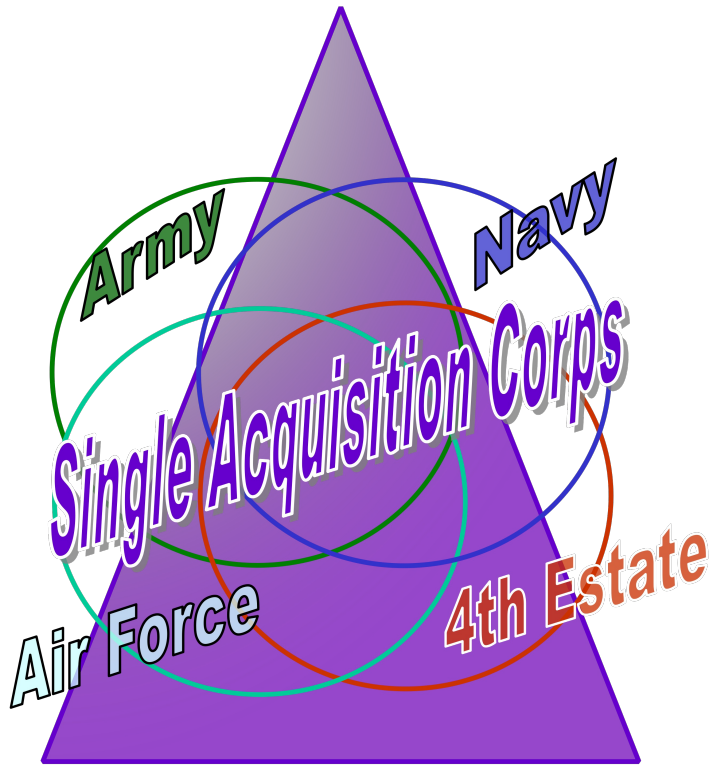
**Streamline** obsolete and outdated DAWIA provisions

# Integrated AT&L Workforce Management Structure



Centralized Policy, Guidance, & Metrics  
Decentralized Execution

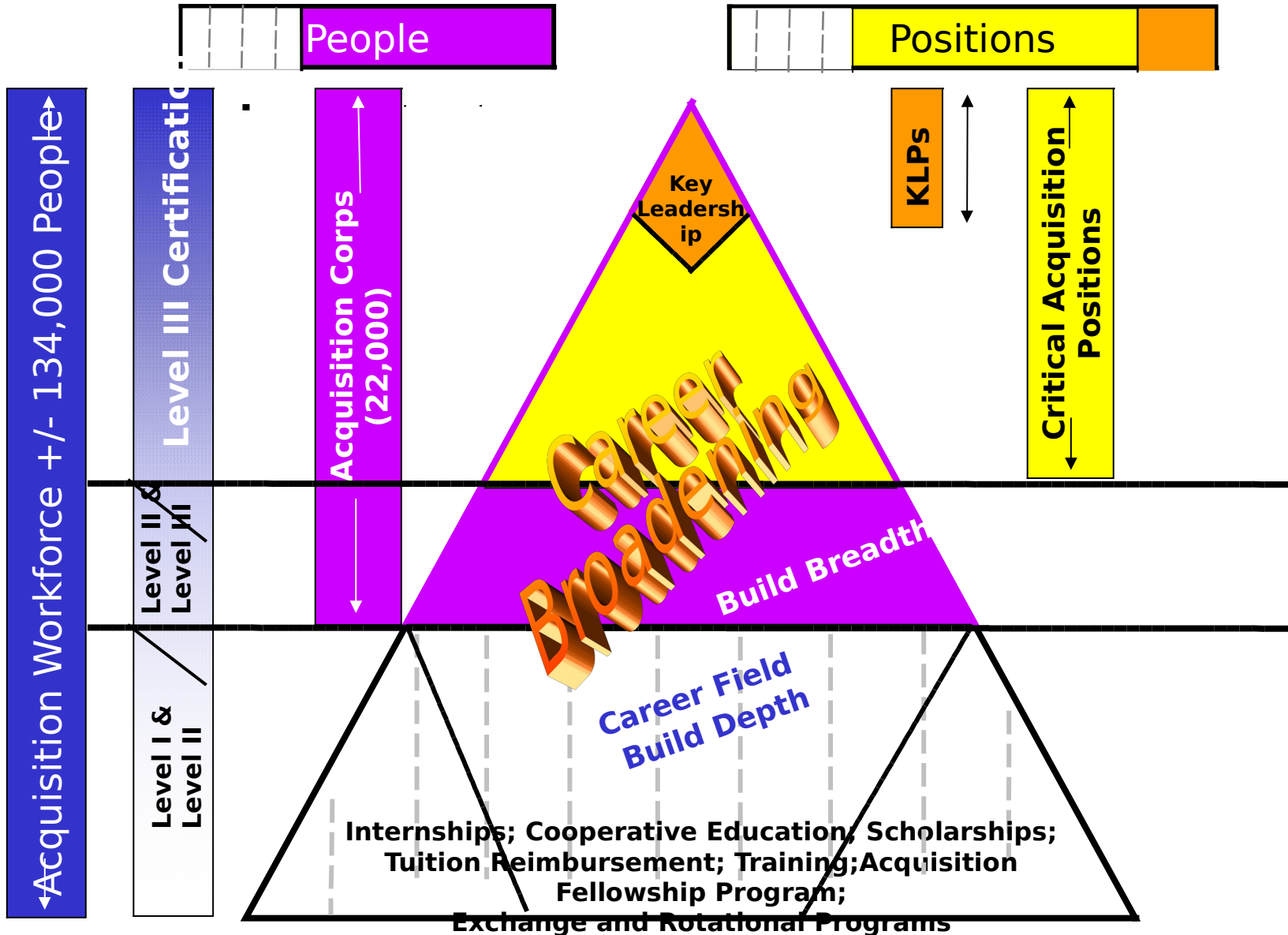
# Single Acquisition Corps



- USD(AT&L) Sets Policy
- Components (Air Force, Army, Navy and Defense Agencies) Execute Career Management Program

<http://www.dau.mil/learning/appi.aspx>

# Focused Career Development





# Tenure Management Flexibility

## Original DAWIA

**Program Manager:** Assign until major milestone closest in time to 4 years

**Deputy PM:** 4 years

**Program Executive Officer:** 3 years

**Senior Contracting Official:** 3 years

**Other Critical Acq. Positions:** 3 years

**Service obligation agreements required**

**Waivers of assignment periods authorized**

**Current policies are inconsistently applied**

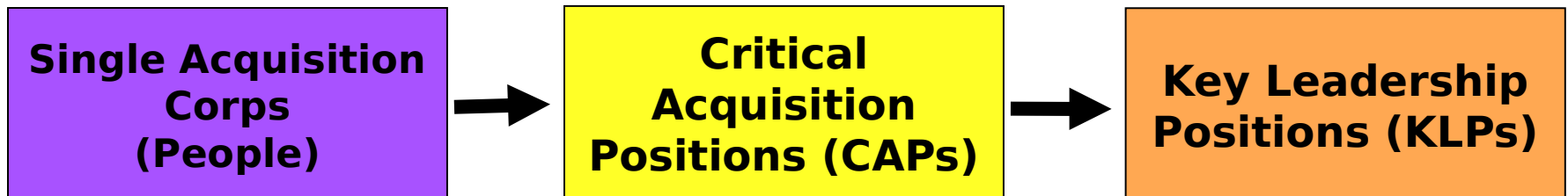
## DAWIA II Flexibility

**The Secretary of Defense may prescribe different minimum:**

- Number of years of experience
- Education qualifications
- Tenure of service qualifications

**Flexibility applies to:**

- Program Manager
- Program Executive Officer
- Senior Contracting Official
- Contracting Officer
- Contingency Contracting Force positions



# Competency-Based DAWIA Certification Program

## More Alternatives for Getting Certified

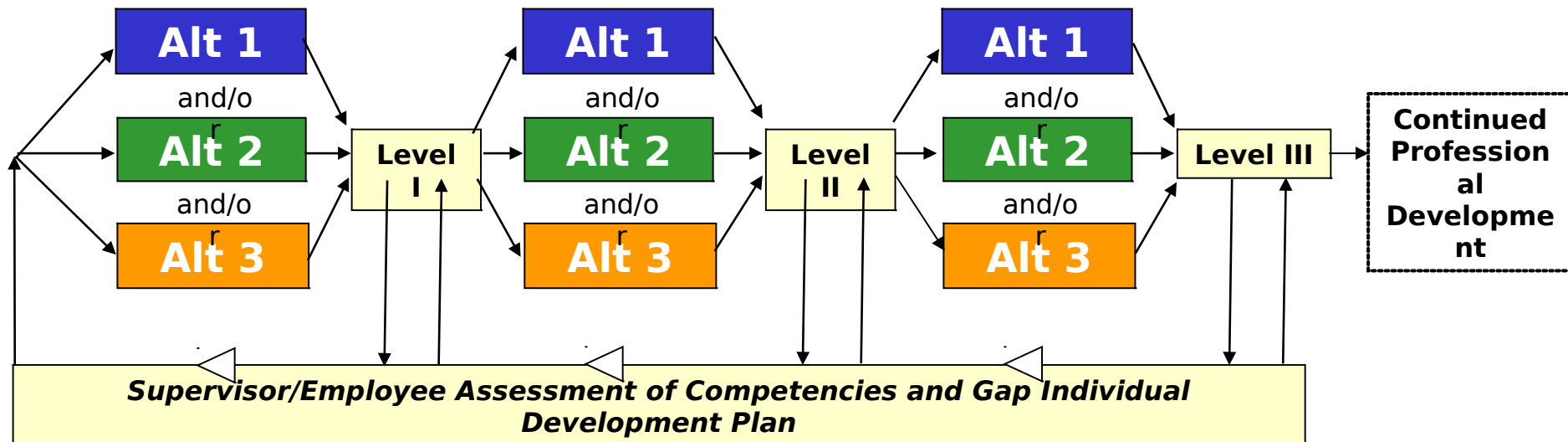
- Any Alternative can be used to achieve certification.
- Combinations of Alternatives can be used to achieve certification levels.
- Education and experience requirements remain the same,

**Alt 1: DAU Functional Training**

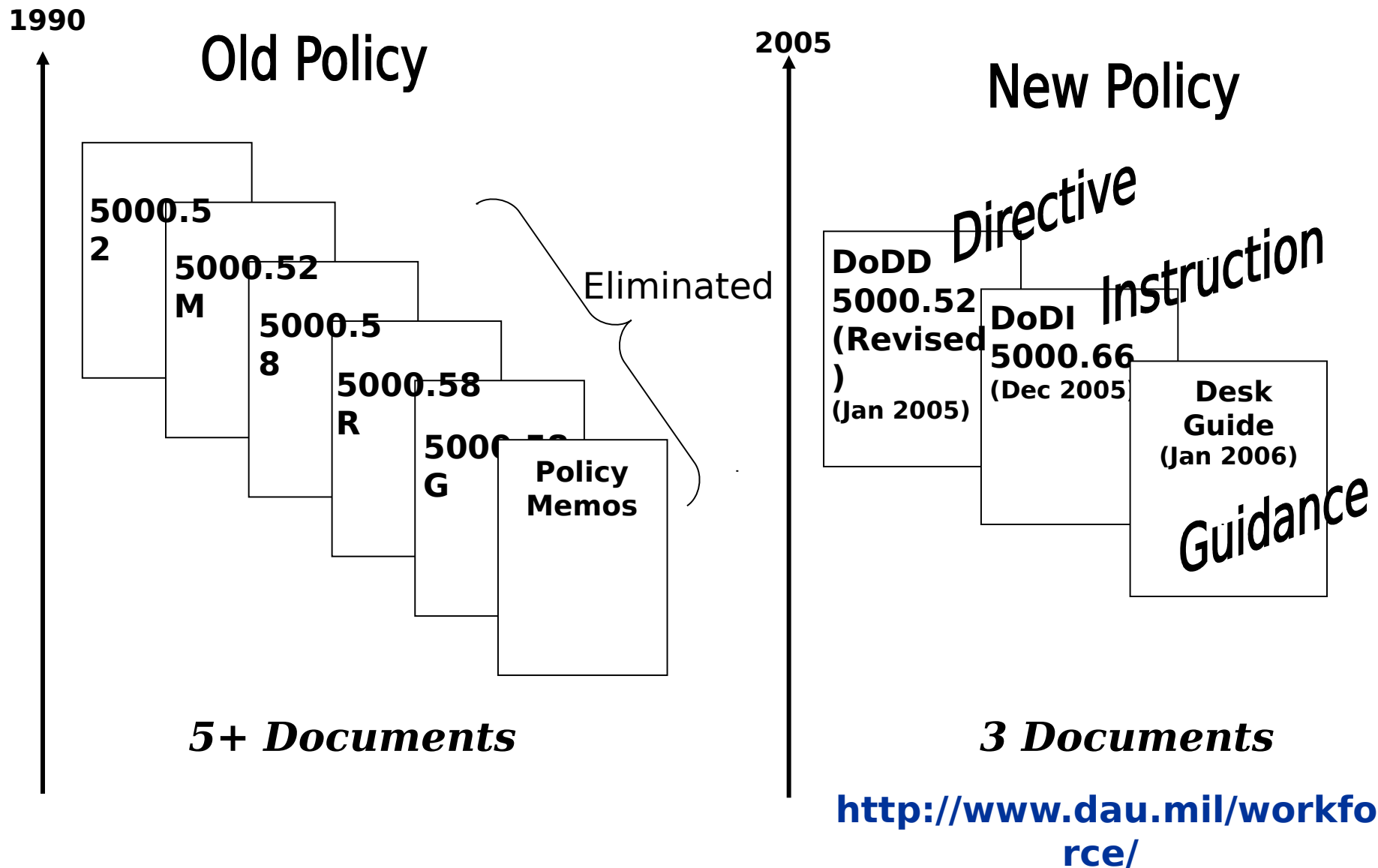
**Alt 2: Workplace / Personal Experience /**

**Alt 3: Professional Association Certification /**

**Functional & Core Competency Development / Certification**  
**Levels I, II, III**



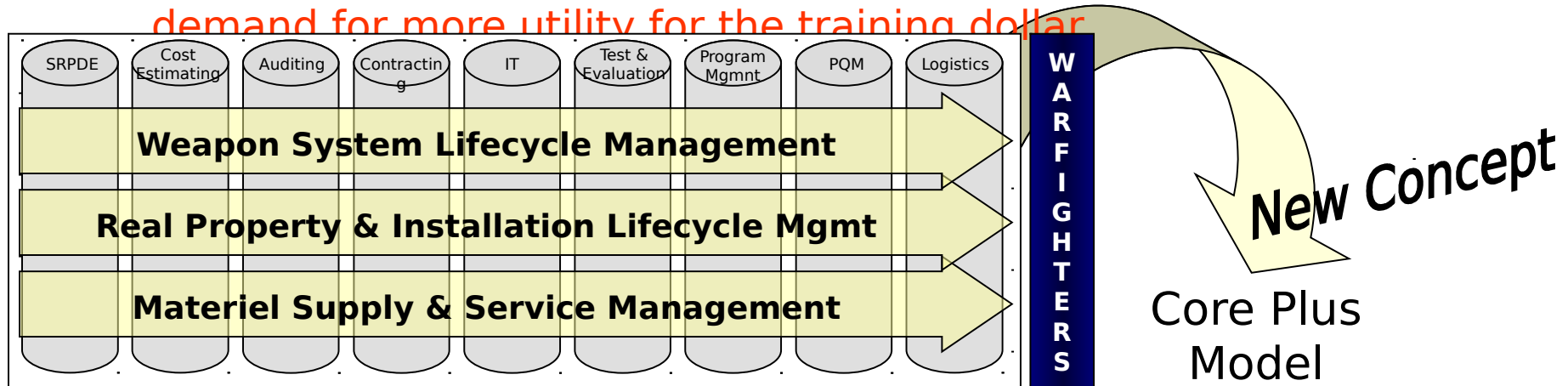
# Streamlined DAWIA II Regulations



# Goal #1 Enabler - Improved Certification Model

## "CORE PLUS"

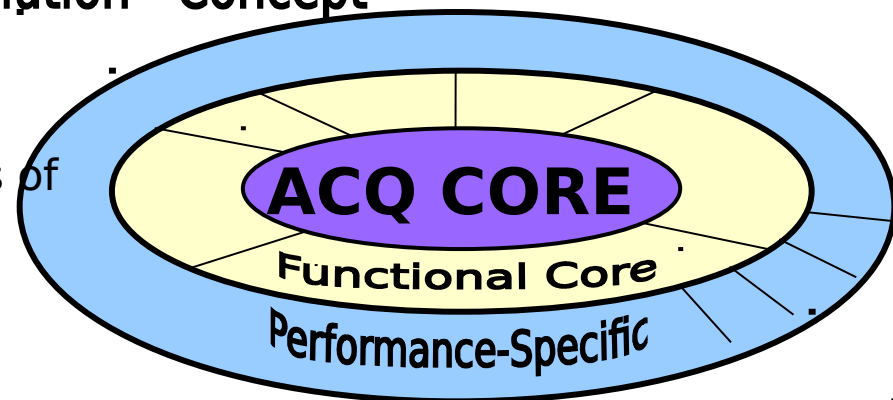
- Drivers for improving how we equip our AT&L workforce:  
**Increased demands on acquisition workforce**; More complex business arrangements; **Pressure for better business outcomes**;  
 Small percentage of workforce with less than 10 years of service;  
**demand for more utility for the training dollar**



### Transformation Solution - Concept

The **"Core Plus"** certification model is a concept which would transform the current certification model to one in which members of the AT&L workforce would have the same foundation of training

- **"Core" acquisition** certification
- **"Core" functional** certification



# High Performing, Agile and Ethical Workforce



## AT&L Workforce Management Effort!

### USD(AT&L) Goals

#### #1) High Performing, Agile and Ethical Workforce

- 2) Strategic and Tactical Acquisition Excellence
- 3) Focused Technology to Meet Warfighting Needs
- 4) Cost-effective Joint Logistics Support for the Warfighter
- 5) Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives
- 6) Improved Governance and Decision Processes

